



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

School of International Hotel Management
BA International Hotel Management

Module Handbook Summer Term 2023

BMIH6005
Organisational Consultancy
LEVEL 6

Module Lead
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Organisational Consultancy Summer Term 2023

Welcome to this generic overview handbook for the above module. This is a level 6, 20 credit module taught in semester 3 to Level 6 IHM students in the School of International Hotel Management.

It should be read in conjunction with supplementary information and materials available on Moodle together with information and instructions delivered by the module tutor.

To get the best out of this module it is vital that you engage with the themes explored as well as with both the online and offline activities during tutorial sessions which are designed to enrich the learning experience as well as to encourage self-directed study together with collaboration and interaction with your peer group.

AIM(S)

- To combine the processes of consultancy and project management with the effective management of change and encourage students to develop a reflective, active, positive approach
- To demonstrate their growing professional competence in strategic awareness, business orientation and a concern with adding value through initiating and managing change. Such skills promote a deeper understanding of the real world of work and the demands of employers for individuals who are innovative and creative in their undertakings.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

1. Identify with the role of a management consultant and initiate and carry out a project that is of strategic relevance to an organisation.
2. Undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions and makes sound and informed judgements to achieve a solution(s).

INDICATIVE CONTENT

- The roles of internal and external consultant within an organisation. How a consultant's intervention can favourably impact upon sustaining success within an organisation.
- Change management theories that serve as frameworks for implementing and sustaining change within organisations.
- Consultancy as a specialism and the potentially positive contribution that such intervention can make to aid an organisations ability to achieve and sustain competitive advantage through effectively managing change and embrace innovation.
- Identifying projects by studying the significant external or internal influences that impact upon an organisations ability to serve and bring about change and innovation.
- Progressing consultancy projects from initial idea to the presentation of persuasive, pertinent and actionable reports.
- Literature and research reviews relevant to projects through the study of a wide range of resources, including wherever possible, in-company information that serves to increase the credibility of projects.
- Relative merits of a range of research methods and their relevance to different projects; data collection and handling, reasoning the strengths and weaknesses of each and the circumstances in which they might be used. Include ethical considerations.

- Presenting results clearly and professionally in conventional report format; drawing realistic and meaningful conclusions from data collected; recommendations including costed and timed implementation plans.
- Paths to self-improvement in consultancy and project management through reflective review.

Study Time Allocation

- The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	40	25%
Independent learning	160	75%
Placement learning	0	0%
TOTAL	200	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Consultancy report	6000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

Time of each session	Type of session
9.00 – 09.30	Lecturer available for student drop in, either via 'Teams' or email
09.30 – 10.45	Lecture presentation
15 minute break	
11.00 – 12.00	Lecture/Activity /group discussion
10 minute break	
12.10 – 12.30	Session summary / Group discussion
12.30 – 13.00	Availability of tutor for individual discussion

INDICATIVE READING LIST

Module Code	BMIH6005	
Module Title	Organisational Consultancy	
Classification	Reading List entry	Electronic*
Essential	Buttrick, R. (2009) <i>The Project Workout</i> , London: Prentice Hall	☒
Essential	Burnes, B. (2014) 4th Edition, <i>Managing Change</i> , Great Britain, Prentice Hall.	☒
Essential	Noordzife, G. (2014) <i>Project Management of Hotel Opening Processes: Exploring Better Ways to Manage New Hotel Openings</i> , CreateSpace	☐
Essential	Whittington, R. et al (2020) <i>Exploring Strategy</i> . Harlow: Pearson Education Limited.	☒
Further	Mavridopoulou, & O'Mahoney, J. (2020). Elitism in Strategy Consulting: How Institutional Prestige Influences Recruitment. <i>Management Consulting Journal</i> , 3(1), 12–22.	☒
Further	O'Mahoney, J. (2021). How Small Consultancies Grow: Challenging Problem-Based Theorising. <i>Management Consulting Journal</i> , 4(1), 5–20	☒
Further	Kipping, & Clark, T. (2012). <i>The Oxford handbook of management consulting</i> . Oxford University Press	☒
Further	Kotter, J (2012). <i>Leading change</i> . Harvard Business Review Press.	☒
Futher	Subramaniam, Collier, P., Phang, M., & Burke, G. (2011). The effects of perceived business uncertainty, external consultants and risk management on organisational outcomes. <i>Journal of Accounting & Organizational Change</i> , 7(2), 132–157.	☒
Further	Newton, R (2010). <i>The management consultant : mastering the art of consultancy</i> . Financial Times.	☒
Further	Baron, A. and Armstrong, M. (2007) <u>Human Capital Management</u> . London: Kogan Page.	☐
Further	Brierley, E. (2006) <u>Talent on tap: getting the best from freelancers, interims and consultants</u> . London: Chartered Institute of Personnel and Development.	☐
Further	Fisman, R. & Sullivan, T. (2014) <u>The Org: How the Office Really Works</u> , Murray, London	☐
Further	Johnson, M. (2005) <u>The Independent Consultant's Survival Guide</u> , London, Chartered Institute of Personnel and Development.	☐
Further	Whittington, R. and Molloy E. (2005) <u>HR's role in organisation: shaping change</u> . Research report. London: Chartered Institute of Personnel and Development.	☒
Journal	<i>British Journal of Management</i>	☒
Journal	<i>Coaching at Work</i>	☒
Journal	<i>Harvard Business Review</i>	☒
Journal	<i>HRM Review</i>	☒
Journal	<i>Human Resource Management Journal</i>	☒
Journal	<i>International Journal of Employment Studies</i>	☒
Journal	<i>Management Today</i>	☒
Journal	<i>People and Strategy: Journal of the HR Planning Society</i>	☒

Module Code	BMIH6005	
Module Title	Organisational Consultancy	
Classification	Reading List entry	Electronic*
Journal	<i>People Management Magazine:</i> http://www.peoplemanagement.co.uk/pm/	☒
Journal	<i>Public Personnel Management</i>	☒
Journal	<i>Strategic HR Review</i>	☒
Journal	<i>Work, Employment and Society</i>	☒
Website	http://apollo.smu.ac.uk/library/	☒
Website	https://www.prospects.ac.uk/job-profiles/management-consultant	☒
Website	www.acas.org.uk	☒
Website	www.cbi.org.uk	☒
Website	www.cipd.co.uk	☒
Website	www.employment-studies.co.uk	☒
Website	www.hrmguide.co.uk	☒
Website	https://www.ons.gov.uk/	☒
Website	http://www.audit.wales/	☒

Teaching Schedule

Week	Time	Lecture content – main themes to be covered	Supporting material	Assessment Related
1 w/c 24/04/23	9.30-1pm	Module overview including review of assessment and introduction to lecturer/students Progressing consultancy projects from initial idea to the presentation of persuasive, pertinent and actionable reports	Module Handbook Assessment Review Presentation	Assessment 1 (100%) Consultancy Report – 6,000 words).
2 w/c 01/05/23	9.30-1pm	What is organisational consultancy and the roles of an internal and external consultant How a consultants intervention can support the success of an organisation	Power Point Video Activity Microsoft Teams Tutorial	
3 w/c 08/05/23	9.30-1pm	Developing client relationships Planning, management and executing projects Latest to inform lecturer of your hotel or hotel department choice.	Power Point Video Activity Microsoft Teams Tutorial	
4 w/c 15/05/23	9.30-1pm	External or internal influences that impact upon an organisations ability to serve and bring about change and innovation Problem evaluation	Power Point Activity Microsoft Teams Tutorial	
5 w/c 22/05/23		INDUSTRY WEEK		

6 w/c 29/05/23	9.30-1pm	What is change management Change management theories Change management within an organisation Aiding an organisation in effective change management	Power Point Video Activity Microsoft Teams Tutorial	
7 w/c 05/06/23	9.30-1pm	Analysis tools and frameworks and action planning		Assignment Deadline: 09/06/23, 23H59
8 w/c 12/06/23	9.30-1pm	Review methods of consultancy, data handling and data presentation including ethical considerations		

LEVEL 6 ASSESSMENT SPECIFICATION

Student name:		Student ID number:	
Programme:	BA(Hons) International Hotel Management		
Module:	Organisational Consultancy		
Module code:	BMIH6005	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Laurence Blake Julia Ault	Internal Verifier:	Lisa Bassler
Assignment Title:	Consultancy Report	Word count (or equivalent):	6,000
Submission deadline:	09/06/23, 23H59	Return date of provisional marks & written feedback:	30/06/23, 23H59
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. <i>(Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)</i> Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission, you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module Learning Outcomes (from module syllabus)

Upon the successful completion of this module, the student should be able to:

- Identify with the role of a management consultant and initiate and carry out a project that is of strategic relevance to an organisation;
- Undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions and makes sound and informed judgements to achieve a solution(s).

What is a consulting report?

A consulting report is usually prepared by an expert for a client or company that doesn't have the time or knowledge to do the necessary research and write up a report. Preparing reports is usually part of a consultant's job description. Here is the requested layout for your report.

1. Title Page:

Name of report – So either the hotel, or department within that hotel that you are consulting on.

Your name (and your student number)

Name of your company – Remember you can be imaginative here, and the name of your company and the design of your front page will add impact to your report. In professional practice an organisation may have chosen a variety of consultants to report for them, the ones that make the best impact and that they decide to follow may not be the one with the most relevant content, but appearance may have informed their choice.

Name of client – This must be a factual Hotel property **NOT based in the UK**. Remember to consult on a specific hotel property and not a hotel brand. Considerations to its size, location, etc are some of the factors that can influence your assessment of the location and the recommendations that you might give to the client.

Date report delivered to client – this will need to be any date up to the date of your final submission point for this assessment. Remember though that things can change very quickly within the current situation and you need to consider the impact of the pandemic on the industry as well, so do not write to far in advance as this could impact on your assessment of your chosen location.

Design tips for consulting report cover pages:

Use clean, conservative fonts: Sans Serif fonts such as Times New Roman, Arial, Calibri

Avoid handwritten or calligraphy-style fonts. Or any fonts that are hard to read. Brand your cover page template by using the client's logo, brand colours and font. Your font, images and text should all work together in design harmony. The best way to avoid sending mixed messages. Choose the colour scheme, icons, font and images that you use in your consulting report cover page carefully. They should give readers a rock-solid idea of what they're about to read. When in doubt: keep your design as simple as possible.

Optional: use photos to set the tone for the report's content. *There are two types:*

A photo that represents the industry or a metaphorical photo, like plants to represent growth.

Contents List (excluded from word count)

Complete this section *after* you finish the rest of your report.

List each part of the report and the page number it is on

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Executive Summary 15% of word count

An executive summary is a short description of the contents of a report. It goes before the introduction in a typical report. It should not include high-level information but instead facts and figures from your findings, plus any recommendations.

The difference between the writing of an academic report where the executive summary is a short section and not included within the marking to actually writing a consultancy report for professional purposes is that decision makers (within the industry) may only read the executive summary of a consulting report (and skim the rest). So, your word count will be considered and marked and should make up the most time on this section.

To test if you are putting your consultancy report together properly you can show the executive summary to someone not involved in your studies - Do they feel like they get an overview of the report and do not have to read further to understand it? If they feel confused or that they are missing information, you need to adjust this section. Consultants should write an executive summary *after* they write the rest of their report. Only then will you really understand what information to include.

Your executive summary should include:

- *The problem or issue at stake*
- *Your findings (including facts and figures)*
- *Your analysis of these findings*
- *Your recommendations to the client*
- *Conclusion*

This is in addition to the individual sections that you will have covered. But summarised, so that the reader (your client in this context), can read this quickly and understand your assessment.

Introduction: (5% of word count)

Purpose of report

Problems/issues to be addressed.

Methods to be used to analyse the problem/issue (Here you will write about your intention to use PESTEL, SWOT and TOWS and why you have chosen these methods. You can if you choose to use other audit methods also, such as observation of work placed practice, but make sure if you do so that you support this well with in text citations (even a professional client will want to know what supports this report)

Scope & analysis (20% of word count)

This is the section where you will be describing the hotel, so setting the scene for the report, write about location, room number, age of the hotel, recent feedback, are there any now problems for example, bad reports in the media. Has it developed a positive reputation for certain events, such as being a must have wedding venue- so really describing the background of the operation. This will allow the reader to understand the scope of positives and negatives and the impact your recommendations may have for the organisation.

Within this section you should be using a PESTEL and SWOT analysis, these can be set in table format and are included within your word count. Remember that when you insert you text into your table, then it is recommended that you also summarise this within paragraphs after this to give a fuller explanation. Here you may wish include a TOWS analysis to support the hotel with a sense of a direction for their future and strategic planning. Such points can be set out in a table format and explained in further detail beneath.

Really think about the analysis and research the hotel that you have chosen. It is accepted that you will be using online information predominantly so make sure that this is the most relevant that you can find to support your writing. A client would not appreciate outdated information about their hotel being presented to them within a consultancy report.

Main Body (30%-word count)

When you have analysed your hotel (or individual department), then you need to think of imaginative ways in which the operation can be improved. This will allow you to consider a wide range of management techniques, does the staff training programme need to be enhanced? Does that relate to some of the problems that have been noted on review sites? For example. Are there problems mainly environmental? This does not need to be external to the hotel but could be that refurbishment is needed.

Within your main body there needs to be a balance between positive and negative aspects of your analysis. Not all the hotel operations will be good, but then not all will be bad either. This will, enable you to demonstrate your analytical and cognitive skills, what have you understood by investigating this hotel, what needs to change now what could wait, what needs to remain. These are questions that you will ask of yourself, and your answers will be based on your analysis.

List the issues, describe, and analyse each one, you can support this section also by the use of data and statistics. The web pages for your chosen hotel will display a lot of this data. Use also site such as the financial times index reports, and companies house (if within the UK) to give you understanding of their financial performance. Many companies display their financial performance on their websites, look for their company reports, and Directors reports - but you need to look for this. So, take time investigating fully.

Consultants within professional settings will carry out much of this work prior to even visiting the business they are reporting on, they need to have a full understanding of what they are walking into to, it is not just what managers or owners tell you that is important, it is what you can find out as well.

Findings & Results (15%-word count)

This is a summary section of results and can be presented in table format. This is relevant whether you have chosen to report on the hotel as a whole where you would list by areas for example food & Beverage, Rooms etc or if you have chosen one department so for Food & Beverage, Venue design & environment, Staff numbers and roles, Staff training, Menu choices, numbers and types of bars... and so on.

When presented in table format, similar to when you carried out your SWOT and PESTEL remember to make comments under the table as well, this will allow you to expand on what you have reviewed (the review process to be carried out by way of website, online analysis, and literature review)

Here you will include the TOWS analysis to exhibit your hypothesis to the client of your findings and results. This will support your action plan and recommendations and evidence based findings to support the client with their strategic planning.

Action Plan (5% of word count)

This allows you to insert in table format your findings by sub section. **Example**

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Poor external signage & brand image	To agree a revised logo whilst maintaining current colour scheme and font, considering the possible loss of some brand loyalty but balancing this with clear recognisable signage and image.	That the recent poor feedback and outdated image will be improved upon and reassure existing customers that their views have been considered and increasing customer conversion rate.	3 months	16/09/2023	£20,000 (single site)

Financial implications are a very important part of change management, this exercise will allow you to consider the cost of consultancy, you are not required within this report to consider your consultancy fees. The consultancy fees have been agreed as £25,000. This would include your initial investigative work, an initial site visit, interim and then final feedback visit. This may sound like a high fee, but many hours of work are carried out investigating problems during consultancy, so this fee is seen as realistic for a consultancy report of this word count length. All finances must be justified as an assumption or a direct quote with citation.

You are required though to consider the costs of any works that need to be carried out. Within the table example above designing signage the manufacture of these and the installation has been assessed at £20,000.

So, consider what the costs of your recommendations will be. You have not been set an upper limit budget by your client, but be realistic, don't expect them to have an open budget for your recommendations, and so you might want to list them in order of priority, as you client may choose not to take all of your ideas on board, and some will definitely be more important than others.

Recommendations (5% of word count)

List your recommendations as bullet points to keep them short and to the point, this is very much a summary of your table format action plan.

Conclusion (5% of word count)

Summarise all your findings and recommendations from the report. It is usual as a consultant that you will thank the client for inviting you to undertake the work, think as a Consultant here, you want to be courteous to your client, they may need consultancy services again and there are many companies who can provide these, so make sure they choose you!

Reference List (excluded from word count) 1% of word count (60 references)

Although this is being written as a consultancy report it does incorporate academic skill. Remember that your consultancy client will also want to know where you have got information from. So, it is important that you use in text citations within your work and then list your references in alphabetical order at the end of your report.

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set. You should provide evidence that you have accessed an appropriate *range* of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment:

This consultancy report needs to be supported by reference material and your use of the information available to you will be assessed. For this length of report, you need to include a minimum of 60 reference sources. These must also be in-text inserted as citations using the Harvard referencing method.

2. Knowledge and Understanding Skills

At level 6, you should be able to demonstrate: sound knowledge and critical understanding of the well-established concepts and principles of the subject area and the way in which those principles have developed; knowledge of the main methods of enquiry in the discipline. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc.

meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding.

Guidance specific to this assessment:

This consultancy report gives you the opportunity to investigate fully the operation of a chosen hotel or hotel department (within that hotel). Your hotel and hotel department of choice must not be set within the UK. You will also be able to demonstrate your critical thinking by analysing and prioritising matters to be improved upon or making note of the positive aspects of the operation. You need to demonstrate this within your investigative phase of your work and then present this in such a way that it is clear to the reader. Here you will be able to show your skills within the use of tools as SWOT, TOWS and PESTEL.

3. Cognitive and Intellectual Skills

You should be able to critically analyse information, and propose solutions to problems arising from that analysis, including the critical evaluation of the appropriateness of different approaches to solving problems. Your work must contain evidence of logical, analytical thinking, evaluation, and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification/evidence for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts, with an understanding of the limits of knowledge, and how this influences analyses and interpretations. Sound, valid conclusions are necessary and must be derived from the content of your work. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment:

Within the main body of your work, you will be able to discuss the operation of the hotel. This will be further written about within your analysis and recommendations, this shows your skill of understanding the problem you are faced with as a consultant, and how to remedy a problem. You will also be able to justify your recommendations by prioritising and placing and approximated value onto the individual areas.

4. Practical Skills

At level 6, you should be able to use/deploy a range of established techniques within the discipline and apply underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. You should be able to demonstrate how the subject-related concepts and ideas relate to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be creative. This is likely to involve, for instance, the use of real-world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied in particular contexts.

Guidance specific to this assessment:

When writing this report consider how you would as a manager use this information, how could it improve your operation, and increase reputation and often revenue. Has this report considered competitors has there been any benchmarking considered? All of these are important if this submission is to relate to the professional environment.

5. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making. This includes demonstrating: professional development to advance existing skills and acquire new competences that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment:

The presentation and style of your report will be important to draw the attention of a client. What design have you chosen, what content have you decided to include? It is unnecessary to tell a client how good their operation is, there needs to be balance, remember if there were no problems, they would not need the report. Accuracy of information, use of correct spelling and grammar and appropriate font size and style are essential to allow this report to be suitable for professional practice, and therefore transferable as a skill for the future.

MARKING CRITERIA AND STUDENT FEEDBACK

This section details the assessment criteria. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Common Assessment Criteria Applied	Marks available	Marks awarded
1. Engagement with Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.		
	10	
2. Knowledge and Understanding Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.		
	25	
3. Cognitive and Intellectual Skills Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence		
	40	
4. Practical Skills Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.		
	15	
5. Transferable Skills for Life and Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.		
	10	

Assignment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to 1 week late	40% Max	
	Over 1 week late	0%	

COMMON ASSESSMENT AND MARKING CRITERIA

Level 6	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
Engagement with literature (including reading, referencing, academic conventions and academic honesty)	Little or no evidence of reading and/or reliance on inappropriate sources. Views and findings mostly unsupported and non-authoritative. Referencing conventions used incoherently or largely absent.	Poor engagement with essential reading. No evidence of wider reading. Reliance on inappropriate sources, and/or indiscriminate use of sources. Heavily reliant on information gained through class contact. Inconsistent and weak use of referencing.	Engagement with a limited range of mostly relevant and credible sources. Some omissions and minor errors. Referencing conventions evident though not always applied accurately or consistently.	Engagement with an appropriate range of research-informed literature, including sources retrieved independently. Some over-reliance on texts. Referencing may show minor inaccuracies or inconsistencies.	Engagement with a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing, with no/very few inaccuracies or inconsistencies.	Engagement with an extensive range of relevant and credible literature, informed by the latest research. Consistently accurate application of referencing.	Exceptional engagement with an extensive range of relevant and credible literature, informed by the latest research. High-level referencing skills consistently and professionally applied.
Knowledge and understanding (Coherent and detailed knowledge and systematic understanding of the subject area, at least some of which is informed by the latest research and/or advanced)	Major gaps in knowledge and systematic understanding of the subject matter. Substantial inaccuracies. No awareness of knowledge of the latest research and/or advanced scholarship within the discipline.	Gaps in knowledge, with only superficial systematic understanding. Some significant inaccuracies and/or irrelevant material. No awareness of knowledge of the latest research and/or advanced scholarship within the discipline.	Limited knowledge and systematic understanding of the relevant concepts and principles within the subject area which to some limited extent, is informed by current research and scholarship.	Knowledge is reasonably detailed, accurate with a good systematic understanding of the field of study and to some extent, current research and scholarship.	Knowledge is reasonably extensive coherent and detailed. Exhibits very good understanding of the breadth and depth of established views, and the work is,	Excellent coherent and detailed knowledge and systematic understanding of the principles and theories of current research and scholarship. Clear awareness of challenges to established views and the limitations	Exceptionally coherent and detailed knowledge and systematic understanding of the principles and theories of the subject, well-informed by current research and scholarship. A critical, sophisticated and nuanced

Level 6	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
scholarship within the discipline.)					at least in part, well-informed by current research and scholarship.	of the knowledge base.	awareness of the ambiguities and limitations of knowledge.
Cognitive and intellectual skills (Conceptual and critical thinking, analysis, synthesis and evaluation of research, assumptions, abstract concepts and data (that may be incomplete); logic, argument and judgement.)	Wholly or almost wholly descriptive work. Little or no analysis, synthesis or evaluation. Failure to develop arguments, leading to illogical or invalid judgements. Unsubstantiated generalisations, made without use of any credible evidence.	Largely descriptive work, with superficial use of critical evaluation. Weak development of arguments and judgements. Information accepted uncritically, uses generalised statements made with scant evidence and unsubstantiated opinions. Ideas sometimes illogical and contradictory.	Limited attempt at critical thinking, analysis, synthesis and evaluation, tending towards description. Some evidence to support emerging arguments and judgements but these may be underdeveloped or with a little inconsistency / mis-interpretation. Asserts rather than argues a case.	Some critical thinking, analysis, synthesis and evaluation. Can analyse new and/or abstract concepts and data without guidance. An emerging awareness of different stances and ability to use evidence (that may be incomplete) to support the argument. Mostly valid arguments and logical judgements. Some tendency to assert/state opinion rather than argue on the basis of reason and evidence.	Sound critical thinking, analysis, synthesis and evaluation demonstrating critical thinking. Ability to devise and sustain persuasive arguments, and to review the reliability, validity and significance of evidence (that may be incomplete) to make mostly appropriate and valid judgements.	Excellent critical thinking, analysis, synthesis and evaluation. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated judgements. Some evidence of independent thought and ability to 'see beyond the question', suggesting a grasp of the broader field and wider concepts.	Exceptional critical thinking, analysis, synthesis and evaluation based on judiciously selected evidence. Ability to investigate contradictory or incomplete information and make strong, persuasive, arguments and sophisticated, nuanced, judgements. Evidence of independent thought and ability to 'see beyond the question', suggesting an outstanding grasp of the broader field and wider concepts.

Level 6	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
Practical skills (Apply/deploy accurately established tools and techniques; initiate and carry out projects; formulate solutions to solve problems in complex and unpredictable contexts.)	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application. Limited understanding of the application of theory to practice or making appropriate links between the two. Very weak problem-solving skills in complex and unpredictable contexts.	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application. Weak understanding of the application of theory to practice, with only occasional evidence of making appropriate links between the two. Weak problem-solving skills in complex and unpredictable contexts.	An adequate awareness and mostly appropriate application of well-established methods, materials, tools and/or techniques. Basic appreciation of the context of the application. Theoretical knowledge and understanding applied in practice, but not always making logical links between the two. Can identify problems and propose basic solutions in complex and unpredictable contexts without fully appreciating the complexity.	A good and appropriate application of standard methods, materials, tools and/or techniques. Clear appreciation of the context of the application. Mainly consistent, accurate and logical application of theory to practice, making appropriate links between the two. Can identify problems and propose mostly appropriate solutions in complex and unpredictable contexts.	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive insights. Can identify problems and propose appropriate solutions in complex and unpredictable contexts. Evidence of some innovation and creativity.	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, and insightful. Application and deployment extend beyond established conventions. Can identify complex problems and propose excellent solutions. Innovation and creativity evident.	Exceptional levels of application and deployment skills in unpredictable, practical contexts, drawing skilfully on the latest research within the discipline. Can identify complex problems and propose sophisticated solutions. Assimilation and development of cutting edge processes and techniques.
Transferable skills for life and professional practice	Communication medium is inappropriate or misapplied.	Communication medium is poorly designed and/or not suitable for the audience.	Can communicate in a suitable medium but with	Can communicate effectively in a suitable format, but may have minor errors.	Can communicate well, confidently and	Can communicate professionally confidently and consistently in a suitable format.	Can communicate with an exceptionally high level of

Level 6	FAIL	MARGINAL FAIL	SATISFACTORY (3 rd / Pass)	GOOD (2.2 / Pass)	VERY GOOD (2.1 / Merit)	EXCELLENT (1 st / Distinction)	EXCEPTIONAL (1 st / Distinction)
Category	0-29%	30-39%	40-49%	50-59%	60-69%	70-84%	85-100%
(Exercise of initiative and personal responsibility; professional development; initiate and complete tasks and procedures: individually and/or collaboratively; use appropriate media to communicate effectively; fluency of expression; clarity and effectiveness in presentation and organisation.)	Work is poorly structured, disorganised and/or confusingly expressed. Very weak use of language and/or very inappropriate style. Little or no evidence of autonomy (or collaboration, where relevant) in the completion of tasks. Little or no evidence of the skills required in graduate employment.	Work is poorly presented in a disjointed manner. It is loosely, and at times incoherently, structured, with information and ideas often poorly expressed. Weak use of language and/or inappropriate style. Weak independent initiative (or collaboration, if relevant). Limited evidence of the skills required in graduate employment.	some room for improvement. Mostly ordered presentation and structure in which relevant ideas / concepts are reasonably expressed. Work may lack coherence in places. Can work as part of a team, but with limited involvement in group activities. Demonstrates the basic skills required in graduate employment, with some areas of minor weakness.	Mostly coherent, organised work, in a suitable structure and is for the most part clearly expressed. Can work effectively independently and/or as part of a team, with clear contribution to group activities. Demonstrates the skills required in graduate employment, with some areas of strength and some of minor weakness.	consistently in a suitable format. Work is coherent, fluent, well-structured and organised. Can work very well autonomously and/or as part of a team, with very good contribution to group activities. Demonstrates very good graduate employment skills, with just occasional minor weakness.	Work is coherent, very fluent and is presented professionally. Can work autonomously with initiative. Where relevant can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Demonstrates excellent graduate employment skills and an appetite for further development.	professionalism. Work is exceptionally coherent, very fluent and is presented professionally. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Demonstrates exceptional graduate employment skills and an appetite for further development.

Student Self Evaluation Form

Student name:		Student number:	
Programme:		Year of programme	
Assignment Title:			

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied	Level of Achievement						
	REFER		3 rd	2:2	2:1	1 st	1 st
	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Engagement with Literature	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☐
2. Knowledge and Understanding	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☐
3. Cognitive and Intellectual Skills	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☐
4. Practical Skills	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☐
5. Transferable Skills for Life and Professional Practice	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☐

Student's Name		Date	
Student's Signature			